

Mike

2 NOV 1971

MEMORANDUM FOR: Director of Logistics

FROM: Harry E. Fitzwater  
Deputy Director for AdministrationSUBJECT: Uniform Planning Procedures for the  
Directorate of Administration

1. You are hereby requested to prepare a short five-year plan, outlining Office goals and establishing Office objectives to attain these goals. The plan established for your Office must be flexible and, to the extent feasible, integrated with the program and budget.

2. The Office five-year plan should take the form of a relatively brief document (no more than 6-8 pages). It should delineate the primary goals which your Office will pursue over the next five years. Attachment A is the format to be used. If your Office already publishes a planning document in a different format please extract relevant information, but do not write a new plan. Attachment B is a list of Directorate goals for your guidance. Your Office goals should be shaped to support the accomplishment of the Directorate goals. Attachment C is a list of planning assumptions that were considered in the formulation of Directorate goals and which may be of value in drafting Office plans.

3. You are requested to select those goals which should be tracked during the initial year of the plan and to establish milestones which will be achieved on a quarterly basis. After your five-year plan, first-year tracking objectives, and milestones are approved, we will meet with you and your officers on a quarterly basis to discuss progress and problems. The milestone chart (attachment D) will be used to track your component's accomplishments. Conferences will be coordinated by the Planning Officer, DDA/MS, who will also publish the minutes of each conference. Action items which result from the conferences will be addressed in the minutes. With your first submission, please identify a focal point for your planning activity. Presentations at the conferences will be given by officers responsible for the given objectives. Conferences will take place in your area.

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4. I believe that these procedures are relatively simple, minimize paper work, and hopefully will assist both of us in carrying out our respective responsibilities. The planning will provide me with a better understanding of our activities and problems. It will also allow me to meet and assist in the prioritization of our goals and objectives and it will serve as a mechanism by which we can have a continuing, meaningful dialogue regarding the accomplishment of our mission.

5. Please submit your proposed Office plans (with first-year objectives and milestones) to [redacted] Planning Officer, DDA Management Staff, extension [redacted] by 1 December 1981.

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[redacted]

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Harry E. Fitzwater

Attachments  
As Stated

Attachment A

Suggested Outline  
Office of Logistics

I. Introduction

II. Assumptions

Brief description of the projected environment in the years covered by the plan

III. Goals

Major efforts to be undertaken by the Office over the next 5 years in order to meet the DDA's objectives

IV. Objectives

A list of those critical activities which the Office will undertake in order to meet its stated goals

V. First-Year Schedule

Delineate and forecast accomplishments and targets by quarters

VI. Resource Implications

A listing of the most critical budgetary implications involved in the Office's objectives. This list should concentrate most heavily on the upcoming program year. Detailed budgetary figures should be avoided. If there are staffing problems which may occur over the period of the plan, these problems should be briefly outlined in this section.

SUBMITTED: \_\_\_\_\_

Office Director

APPROVED: \_\_\_\_\_

Deputy Director for Administration

Attachment B

GOALS

1. Personnel is the single most important resource of the Directorate. Consequently, our primary goal is to create a work environment wherein our people are encouraged to develop as individuals and are given opportunity to attain their fullest potential. We must manage an effective career development system which is multi-faceted, maximizing the potential of the employee as well as his/her contribution to the Organization. Each Office shall establish a dynamic personnel management process which provides effective career management for all employees. This process will respond to the changing needs of the Agency and the intelligence profession; develop programs which meet component needs; and establish realistic succession planning for senior management positions. EEO, affirmative action programs, and training shall be incorporated into this goal.

(P&TS, LSD, P&PD, PD, RECD, SD, PMS)

2. In conjunction with our primary goal and of equal importance, each Office shall instill in its employees a renewed sense of discipline and dedication to the high standards and principles espoused by the Agency, particularly in the areas of personal integrity and security. Our objective is to stop the deterioration in security attitudes which have eroded the effectiveness of our mission over the past decade. In addition, we must rekindle an esprit de corps, a teamwork approach, and a deep sense of pride in self and mission accomplishment to sustain our personnel, not only throughout their Agency careers, but also during their post employment years.

(SS, LSD, P&PD, PD, RECD, SD)

3. Maximize the effective utilization of existing facilities and space while taking appropriate action for additional needs. Each manager shall give special attention (over and above the general scope of Logistics' responsibility) to the cleanliness and safety of the working environment. There shall be a clear recognition of the interdependence of health and safety on our productivity. The working environment shall be managed and maintained in such a manner that it is conducive to improved morale and that it enhances the efficiency of our activities.

(RECD, LSD, P&PD, SD)

4. All Directorate activities shall be conducted in an efficient manner with emphasis upon streamlining records holdings, reducing waste, avoiding duplication of efforts, using cost savings techniques, and maximum utilization of existing resources. To accomplish this, we must anticipate and

aggressively pursue developing requirements and formulate improved mechanisms for inter-and intra-Directorate coordination.  
(All OL components)

5. Make preparations for supporting unanticipated world-wide intelligence demands and requirements caused by a surge in collection and/or analysis efforts.

(SD, RECD, P&PD)  
6. The Directorate will pay appropriate attention to utilizing R&D programs to exploit "state-of-the-art" capabilities and to ensure that Directorate support is second to none. We must also ensure proper planning for the recapitalization of resources so that the Directorate will fulfill projected missions and functions in a modern and efficient manner.

(P&PD, SD, PD, RECD)  
7. Establish Disaster/Emergency Planning which focuses attention on contingency planning and develops mechanisms and procedures which will maintain essential support capabilities under adverse conditions. The Directorate must prepare for the continuity of essential functions during periods of national emergency and for the relocation and/or reconstitution of Agency elements.

(P&PS; others as may be applicable)  
8. The Directorate's mission in providing services of common concern in a prompt and efficient manner must be emphasized. Directorate support activities must be responsive, innovative, and timely. Our support endeavors will enhance, not impede, the efficiency of Agency operations and assist the accomplishment of its mission.

(P&PD, SD, PD, RECD)  
9. Eliminate those areas of duplication which occur in providing services of common concern. Particular attention should be paid to services provided to our Agency by other government organizations. In addition, identify those areas which could be performed more efficiently by contracting to the commercial market.

(LSD, SD, RECD)

Attachment C

ASSUMPTIONS

1. During the next five years, it is likely that the Agency will experience a continued growth in requirements. As a result, the Directorate may expect increased demands for expanding services. We may expect the resource base of the Directorate to increase, however, there must be continued emphasis on cost effectiveness and efficiency.

25X1 2. Anticipated requirements which may call for expanded administrative support are: increase in the Agency's population, enlargement of overseas activities, greater use of nonofficial cover and an increase in official cover, more joint Intelligence Community activities, and increased utilization of information handling systems.

3. While we may experience some minor adjustments within our current Directorate structure to adapt to changing and/or expanding requirements, there will not be any major reorganizations.

4. A surge capability for quick responses to unanticipated intelligence demands will be needed and it will require a support structure which is equally flexible.

5. Covert action operations will receive increased emphasis from the policy makers; an effective capability in this area will be developed which will require significant support from the Directorate of Administration working closely with the Directorate of Operations. In addition, we will be required to support quick-reaction, antiterrorism capabilities.

6. As new technical collection systems continue to be developed, the Directorate will be called upon to support additional general contracting activities, ground stations, and logistics systems.

7. Activities in support of a new building on the Headquarters compound will continue.

8. The emphasis on increased analytical capabilities (languages, country expertise, amalgamation of multiple-source

data) will continue and will require additional administrative support in terms of training, physical plant, equipment, etc.

9. The Agency will adopt a multi-year, target-oriented program approach as a budgetary strategy. Support resources will be incorporated into a total program concept.

O - Scheduled  
X - Actual

Attachment D

[illegible]

Dave,

Reference the attached pages:

The first two contain suggested topics for use in preparing a new Strategic Plan. The first five topics are intended to develop and support the sixth topic - a budget oriented plan. LIMS relationships (Topic Seven) may encourage interest in and knowledge of what LIMS is all about. Topic Eight recommends the addressing of OL inter-relationships--a subject the DL criticized as missing from previous plans. The same applies to Topic Nine. Topic Eleven has been, by and large, ignored in the past.

The third page--the table--lists these eleven topics from left to right. It numerically states (in my subjective opinion) how these topics were addressed in inputs received after the 21 August request for updates; the following number suggests to what level they ought to be addressed.

If all of this is acceptable, we (P&PS) will assist components in the clarification and guidance with which they must provide additional and specific input.

NOTE:  said yesterday that the DDA is still working on a Strategic Plan Directive, to be received soon. The topics may be moot.

*WPH*

Bill

21 October 1981

### Suggested Topics for Inclusion in an OL Strategic Plan

1. Identify requirements for equipment and facilities recapitalization (replacement).
2. Identify those existing processes, functions or activities that could be automated (new equipment and/or facilities acquisition requirements).
3. Develop/implement flexible plans that will support quick response and long term requirements of external components.
4. Develop/identify/continue specific MBO's that represent the tactical means of achieving strategic objectives.
5. Identify near term ADP requirements that will enhance current management information systems (P&PD/MIS, PD/MIS, CONIF, ICS, FARS, etc.).
6. Associate each of the five above categories with estimated budget costs. Provide estimates of other budget requirements and forecasts not reflected in these categories (by generic definition and sub object class). Consider OL component budget requirements beyond the current budget cycle.
7. Include requirements for longer term LIMS capabilities where applicable. (Supply and procurement activities, property

accountability, vehicle management, etc.)

8. Indicate plans for increasing/improving OL Staffs and Divisions inter-relationships (as opposed to solely parochial plans).
9. Identify problem areas which reflect the potential for resolution through innovation and creativity.
10. Identify plans for continuing energy conservation initiatives.
11. Indicate personnel planning activities in terms of:
  - A. Recruitment for replacements or TO augmentation.
  - B. Career development opportunities.
  - C. Personnel training - formal, OJT, cross-fertilization.
  - D. Supervisory succession and development based upon projected retirements or unforeseen changes.
  - E. Development of a log officer cadre for planned or unplanned deployment.
  - F. Internal reorganization where applicable.

Component Responses to Date, With Potential for Response, on Eleven Proposed Topics

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	Recap	New Equip/ Facilities	External Support	MBO's	ADP Needs	Budget Req.	LIMS Req.	Inter- Relations	Problem Ident.	Energy Conserv.	Personnel Planning
B&FB*	0-0	0-1	0-2	0-1	0-1	0-3	0-2	0-0	0-2	0-0	0-2
R&SB	0-0	1-2	0-0	0-1	2-2	0-2	0-1	2-2	2-2	0-0	2-2
SAB	0-1	0-?	0-0	0-1	0-2	0-3	0-1	0-2	1-2	0-0	2-2
P&TS*	0-0	0-1	0-3	0-1	0-?	0-2	0-0	0-2	0-2	0-0	0-3
PMC	0-0	0-1	2-3	0-1	0-2	0-1	0-2	2-2	0-2	0-0	2-2
SS	0-0	0-?	0-1	0-?	0-1	0-1	0-2	0-2	0-2	0-0	0-1
P&PS*	0-0	0-0	0-?	0-2	0-?	0-2	0-3	0-2	0-2	0-3	0-2
LSD	2-3	0-2	1-3	0-3	1-2	0-3	0-1	0-2	2-2	3-3	0-3
P&PD	2-3	2-3	1-3	0-3	2-3	0-3	0-0	0-2	1-2	0-3	0-3
PD	0-1	0-1	0-2	1-3	1-3	0-3	0-3	1-3	0-2	0-1	0-3
RECD	2-3	2-3	2-3	0-3	0-2	0-3	0-1	0-2	0-2	0-3	1-3
SD	1-3	0-3	2-3	0-3	2-2	0-3	0-3	0-3	0-2	0-3	1-3

\*Negative response or no reply received from input requested 21 August.

n-n, above represents the level of substantive input received to date versus the substantive level expected on a scale of 0 to 3, defined as follows:

- 0 - no response received/applicable
  - 1 - topic is minimally applicable
  - 2 - topic is applicable and should be addressed
  - 3 - topic is significantly applicable and should be addressed in detail
- (Question marks identify areas where the necessity for or level of input is debatable.)

NOTE: Presently indicated numerical values in the above matrix have been subjectively assigned. They represent a point of departure from which P&PS will provide guidance to individual components in contributing inputs for the Strategic Plan, as revised, using these topics as a basis. These topics are subject to revision as may be directed by a DDA directive known to be in preparation.

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